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ER-3-0772

THE SECRETARY OF DEFENSE
WASHINGTON

2 JUL 1952

MEMORANDUM FOR THE SECRETARY OF THE ARMY
SECRETARY OF THE NAVY
SECRETARY OF THE AIR FORCE
JOINT CHIEFS OF STAFF

SUBJECT: Department of Defense Collaboration on Psychological
Strategy Board Panels

1. In order to achieve a common understanding of Department of Defense responsibilities and functions with respect to participation on *ad hoc* panels of the Psychological Strategy Board, the following is promulgated for your information.

2. The Presidential Directive establishing the Psychological Strategy Board makes the Board dependent upon the assistance of the Department of Defense *inter alia* for personnel to be assigned on an *ad hoc* basis to certain panels considering problems in U.S. psychological strategy.

3. It is the function of the PSB staff and supporting panels to prepare national psychological strategy programs, staff studies, and analyses for consideration of the Psychological Strategy Board which, under the terms of the Presidential Directive, is composed of the Under Secretary of State, the Deputy Secretary of Defense, the Director of Central Intelligence and a representative of the Joint Chiefs of Staff as Principal Military Advisor.

4. It follows that Department of Defense representatives to PSB panels are not "instructed delegates" in the sense that they are required or authorized to commit the Department of Defense officially. On the other hand, panel members must be cognizant of the broad views of the Department, and the limitations and capacities of the Defense agencies. For this purpose they should obtain the informal views of the various interested elements of the Department of Defense, and are responsible that all such elements are contacted. They should participate in the full work of the panel and render advice and suggestions on military aspects of the problem being considered. They should also be prepared to make overall competent intellectual contributions to the group.

5. Panel representatives should be aware that the role of the Department of Defense in psychological operations during peace, except where U.S. forces are engaged in combat, is essentially one of supporting other government departments and agencies in the discharge of their responsibilities. They should also recognize however that the existence of military force is itself a weapon of psychological strategy even in peace time and that certain military activities short of overt war can have a profound psychological effect. In the

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formulation of PSB plans and programs they should at all times endeavor to maximize such effects as may be desirable when they do not hamper necessary military requirements, and to minimize any necessary but undesirable reactions to such requirements.

6. Panel members should recognize that it is the responsibility of PSB to provide strategic psychological guidance, but that planning and execution of operations remain the functions of participating departments and agencies.

7. In accordance with Department of Defense Directive No. 20,08-10 dated 21 April 1952, the Deputy for Psychological Policy, Office of Psychological Policy has been designated as the Staff point of contact between the Department of Defense and the Psychological Strategy Board. He has also been assigned responsibility for securing Department of Defense personnel in support of Psychological Strategy Board panels. It is anticipated that his office will normally request one of the Service Departments, either on a rotating basis or on the basis of primary interest, to designate a Defense representative and an alternate to each panel. The other two departments will be requested to designate appropriate persons to advise and consult with the Defense member in order that the latter may reflect in panel discussions the views of all three military departments.

8. General Instructions and detailed requirements for specific panels will be provided to the Defense panel member through the Office of Psychological Policy. The Defense member will maintain contact with, and keep the Office of Psychological Policy informed of, overall developments in his panel. He will consult with that office, the JSPP, and other agencies of the Department of Defense as may be appropriate for advice and recommendations pertinent to the requirements of the panel of which he is a member.

(signed) William C. Foster

DEPUTY

cc: Director, PSB
Director, CIA
Hon. David Bruce, State
Mr. Nash

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7/7/52
Para. 7. corrected in
accordance with
telephonic instructions from
Mr. Nash

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ROUTING AND RECORD SHEET

L-568

INSTRUCTIONS: Officer designations should be used in the "TO" column. Under each comment a line should be drawn across sheet and each comment numbered to correspond with the number in the "TO" column. Each officer should initial (check mark insufficient) before further routing. This Routing and Record Sheet should be returned to Registry.

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DATE

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2 July 1952

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- ☒ INFORMATION
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REMARKS:

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L-568

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REMARKS: Our apprehension with respect to lack of progress of panels was discussed at last Board luncheon meeting. This ready response by SecDef is a good omen.

7/12